

A Place Based approach to tackling inactivity

- **What is our vision?**
- **Why are we doing this?**
- **What are we doing?**
- **What is the impact?**
- **What does this mean for you?**



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Uniting the Movement

Our vision is clear

We want everyone in England regardless of age, background or level of ability to feel able to engage in sport and physical activity.



Uniting the Movement 2021-31

**UNITING THE
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PLACE PARTNERSHIPS

The Why? Our data shows a bleak picture

- The **most active place** in England has **activity levels (79%) that are 30% greater** than **the least active place (49%)**
- Your **lifespan could vary by up to 9 years** depending on where you live.
- People living in some places in England are **twice as likely to have a disability or Long Term Health Condition** than people living in other places.
- **Healthy life expectancy** can vary by up to **17 years depending on where you live.**
- **Inactivity rates** in England's **most deprived places (34%) are 14% greater** than those of the least deprived (20%).

Our 22-25 IMPLEMENTATION PLAN SAID..

EXPANDING PLACE PARTNERSHIPS

...to focus our investment and resources on the communities that need it most, we'll significantly increase the number of places across England that we partner with and invest in, building the movement from the ground up by working with organisations and communities to understand the issues and barriers facing people to get active, and working together to develop local solutions..."



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Our Commitment

£250m over next 5 years to expand our place partnerships up to 80 places (£225m) via the network of people in our existing LDPs and Active Partnerships alongside a universal offer (£25m) that all places can benefit from and deepening in the existing pilot areas.

Delivering impact against our 4 key outcomes:

- **Increasing Activity**
- **Decreasing Inactivity**
- **Tackling Inequality**
- **Providing positive experiences for children and young people**

PLACE PARTNERSHIPS

Our 12 local pilots

At the end of the process, we had 12 local pilots:

- | | |
|----------------------------|------------------------|
| 1. Southall | 7. Withernsea |
| 2. Greater Manchester | 8. Bradford |
| 3. Calderdale | 9. Essex |
| 4. Birmingham and Solihull | 10. South Tees |
| 5. Exeter and Cranbrook | 11. Hackney |
| 6. Doncaster | 12. Pennine Lancashire |



Local Delivery Pilots

In 2017, we invited communities from all over England to test a new way of working with us by becoming one of 12 'local delivery pilots'

This is where it started.....

DOING THINGS DIFFERENTLY

Working in a defined geography and responding to community need

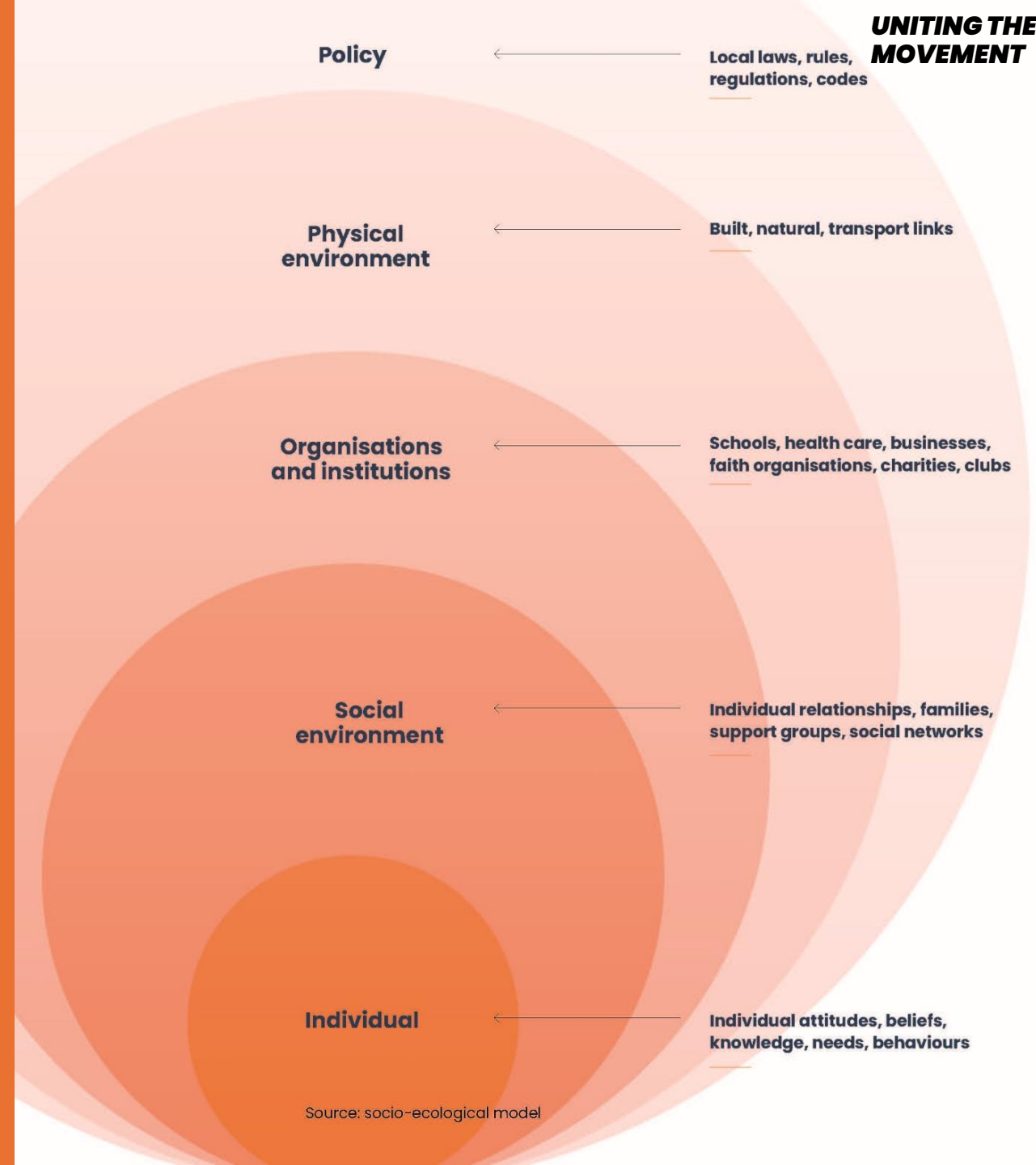
Understanding and better connecting the system that shapes how we live

Moving from transactional to relationship-based investment

Test and learn approach

Working with a common purpose and distributed leadership

PLACE PARTNERSHIPS

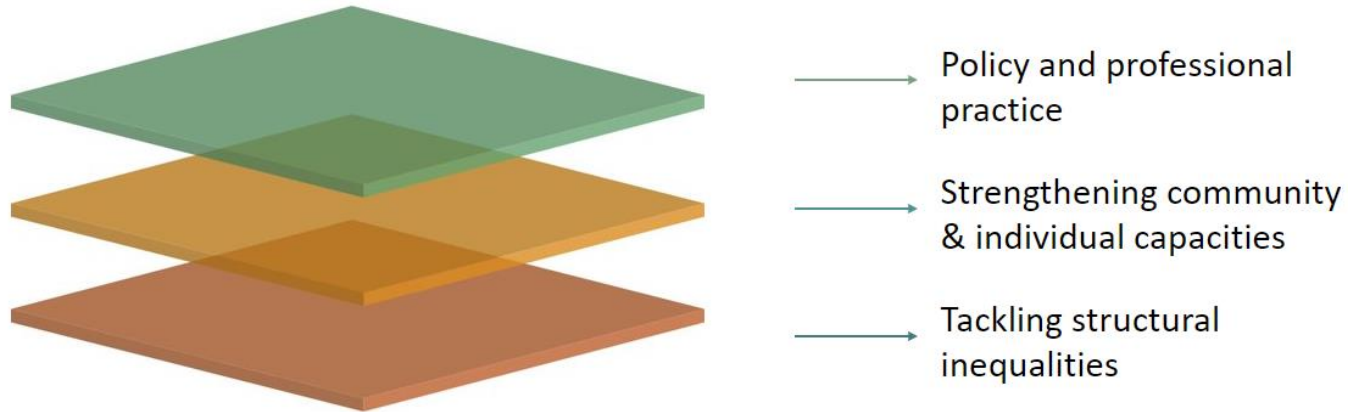


To here....

Conceptual Framework

What is it?

Drawing on the experiences and data of different locations and wider evidence, the conceptual framework has been developed to aid understanding of whole-system approaches and place-based working. The framework identifies three interconnected layers where action to encourage physical activity may take place. Within the framework there are 9 cross-cutting conditions for addressing physical inactivity inequalities.



What This Means For Your Place?

The conceptual framework provides the scaffold to aid understanding and inform the development of your place-based systemic approach.

Cross-cutting conditions for addressing physical inactivity inequalities

- Identifying the barriers and enablers of physical activity in the local context
- Distributed and collective leadership
- Collaboration within and across organisations
- Capacity and capability across the workforce, volunteers and in communities
- Facilitative processes for agile, collaborative working and proportionate, representative governance
- Co-production, local people-led initiatives (community power)
- Cultures and practices for wellbeing and physical activity
- Physical environments that enable wellbeing and physical activity
- Cycles of learning and action

OUR GUIDING PRINCIPLES

Proportionate Universalism

When we choose where to spend time, energy and money, we'll be guided by three principles built into the way we operate.

They represent the biggest commitments to change for us as an organisation. In many ways, this strategy is an evolution of what we do, but a revolution of how we do it. We'll start applying these principles right away, but in reality we know it'll take time to be expert at these, and we'll need to learn from others:

1. Investing most in those that need it most

We'll follow the established concept of "proportionate universalism" in the work that we do, balancing targeted and universal provision in a way that's proportionate to the level of need.

The right thing to do is ensure we all have what we need to be active, regardless of who we are, how we earn a living or how much we make. For some this needs relatively little from us, but for others far more work, time, energy and investment is needed. We'll no longer say this is too difficult, but instead live up to our values, keeping fairness and equity front and centre.

What is the Place Universal Offer?

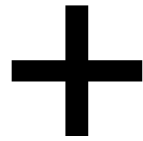
- The Place Universal Offer is a **proportionate way of supporting the entire sector**, to enable communities and professionals to develop their skills, knowledge, and capacity work in a systemic way.
- We want to give **all places an opportunity to tackle the same issue of decreasing inactivity, in a whole system place-based way**, but we will differ the intensity and support to places, dependant on levels of need and disadvantage.
- We have allocated **£20m towards a Place Universal Offer, meaning that we can provide effective support, tools and resources to more places than the 80** we have committed to through our place partnerships.
- To **advocate for systemic change in as many places** as possible we are developing a continuum of support to achieve this.

Place Needs Classification (PNC)

For expanding our place-based partnerships, we will classify a place as somewhere of greatest need when data indicates there is *both* “sport and physical activity need” and “social need”.

Sport and physical activity need

This data speaks most directly to our mission to increase activity, reduce inactivity and reduce inequalities



Social need

Data that describes places where outcomes are less favourable

Whilst data is a powerful, objective way of helping to identify places of need, it is not the only consideration



The PUO components

- Through our extensive engagement we have **gained insight from the sector on what they see as the challenges and benefits of the Place Universal Offer.**
- It was clear from the feedback, self-serving tools and resources are a vital part of the Place Universal Offer and need to be accessible to the sector, **but tools and resources alone will not be transformative.** To truly be a catalyst to drive change we need **offer forms of human support such as facilitators, leadership training and capacity building.**



Principles from the learning...

1 **PROGRESS MOVES AT THE SPEED OF TRUST**

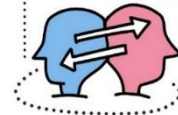
START WITH BUILDING RELATIONSHIPS and TRUST
IT TAKES TIME
THIS CANNOT BE SKIPPED TO MOVE PROGRAMMES FORWARD



BELIEVING IN OURSELVES and STAYING TRUE TO OUR GOALS IS ESSENTIAL TO PREVENT DEFAULTING TO OLD WAYS OF WORKING

2 **STUBBORN ON THE VISION FLEXIBLE ON THE DETAIL**

BE FLEXIBLE ALONG THE WAY and LET INVESTMENTS BE GUIDED BY NEED



ENGAGING COMMUNITIES
PUSHING ASIDE PRECONCEPTIONS AND ADAPTING THE WAY WE COMMUNICATE
SUPPORT CHANGE EMERGING FROM COMMUNITIES

5 **SAY 'YES' TO MESS**

NO SIMPLE ANSWERS
FLEXIBLE APPROACH THAT CAN RESPOND TO EVOLVING NEEDS, IDEAS and OPPORTUNITIES



DOING THE RIGHT THING CAN BE CHALLENGING
CHALLENGE ASSUMPTIONS, CULTURAL RULES and WAYS OF THINKING ABOUT PHYSICAL INACTIVITY

6 **GOING WHERE THE ENERGY IS**



FIND PLACES WHERE COMMON PURPOSE and ENTHUSIASM EXIST AND START THERE

8 **IT DOESN'T HAVE TO BE PERFECT TO BE BETTER**

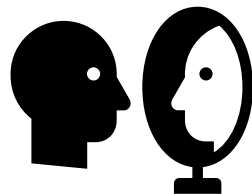


TAKE ON REAL BARRIERS TO PHYSICAL INACTIVITY and THEIR ROOT CAUSES
DON'T RUSH TO PROVIDE SOLUTIONS or INTERVENTIONS

The practicalities of System Change – The HOW



Shared Purpose



Capacity and time to reflect



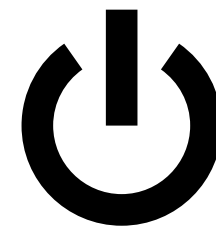
Understand lived experience



Distributed Leadership



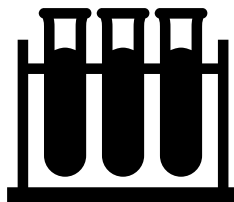
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Power Shift



Start with Questions not Answers



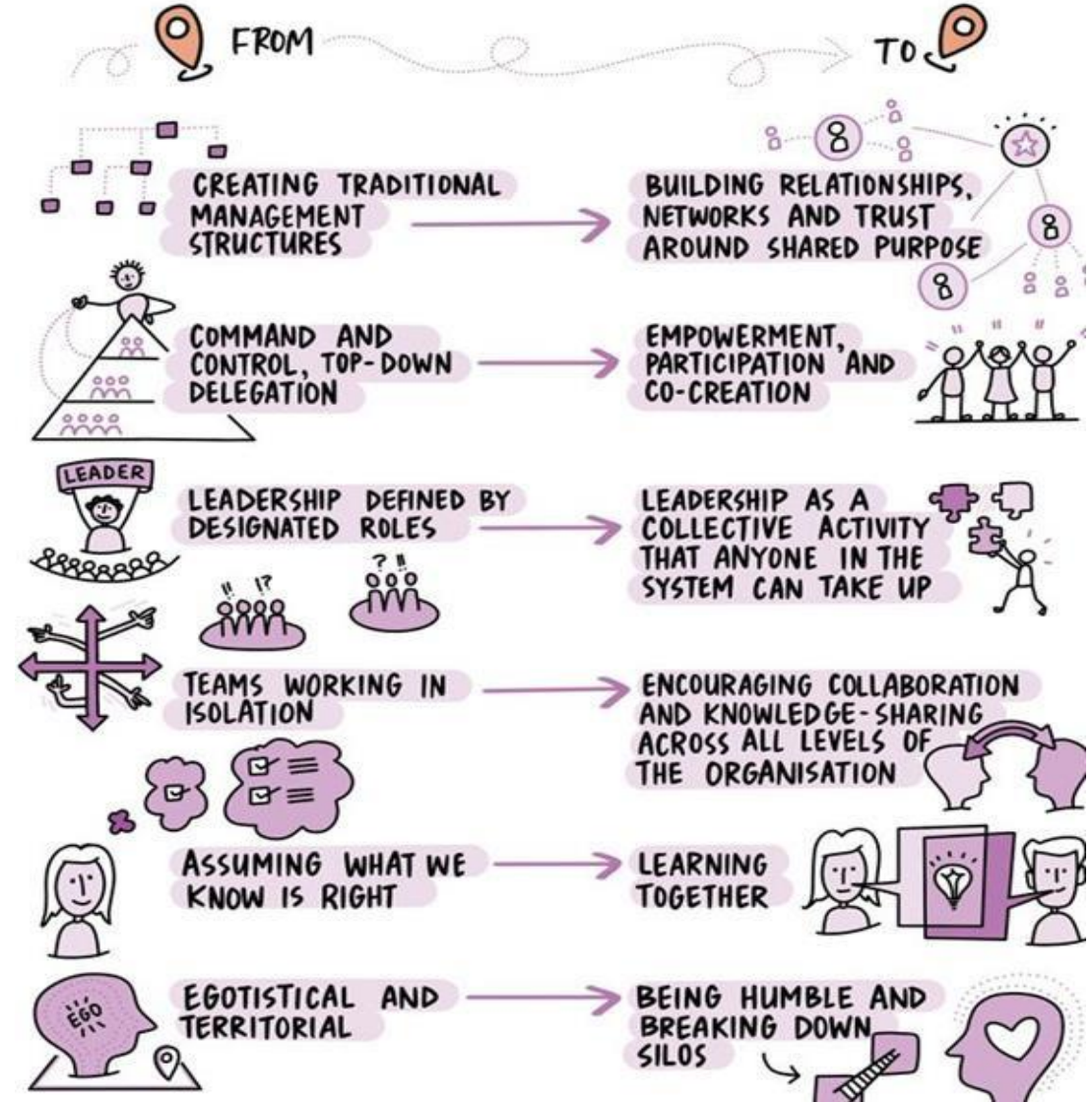
Test and Learn



Understand the system you are trying to change

“ Without nurturing and supporting leaders across the system, it’s difficult to create local networks that link up different parts of it”

HELPING TO EMPOWER DISTRIBUTED LEADERSHIP



The Impact – Strategic

Local long term strategic and policy commitments that embed physical activity as a key solution to driving change within wider outcomes such as health, environmental sustainability, community cohesion.

– SE's Active Design principles are embedded in the **Liveable Exeter strategy** – This is Exeter's 20-year housing plan, where 12,000 homes will be built and the opportunity to be physically active will be front and centre of those developments.

– *The **Greater Manchester MOU bringing together the** Combined Authority, Integrated Care Partnership, Transport, Voluntary and Community Sector, Leisure Providers, the Active Partnership and Sport England.* This aligns resources to support the integration of physical activity and sport at the highest decision-making levels in the city region.

– In Essex since October 2017 they have used the **direct investment from SE (£6m)** to increase overall direct **spend on Physical Activity across the county to £23.6m!**

The Impact – Community

- LDPs prior to the pandemic were **reducing inactivity levels 2.5 times faster** than other areas and post COVID they were recovering faster to pre-pandemic activity levels too.
- In 2019/20 alone the LDPs delivered **65,000 new participants from their most deprived areas.**

At a place-by-place level we've also heard great stories of change and impact:

- **Get Doncaster Moving** reported to us that since 2015/16 they have **increased adult activity levels by almost 4%** and reduced inactivity levels by almost 2.5%. Even more impressively since 2017/18 within **CYP activity levels have grown 11% and Inactivity has reduced by 12%.**
- **Active Calderdale** told a similar story with **Inactivity levels dropping by 7% in CYP and 4% in Adults.**
- The Live and Move Programme in **Exeter and Cranbrook** were able to evidence a **narrowing of the gender activity gap and we saw virtual parity in their activity levels in their priority LSOA area.** They also saw an overall **5% decrease in inactivity levels since 2020.**
- Perhaps most impressive of all since 2020 **Active Withernsea** has seen **inactivity levels fall from 44% to 15% in adults** and **Adults with a disability or LTHC dropped from 52% to 28% inactivity levels.**
- The contribution of the work and focus of partners in **GM has seen year on year reductions of CYP inactivity levels. And for the first time this is lower than the national average.**
- In Pennine Lancashire direct engagement and **collaboration with the Muslim community has seen over 5,000 young people increase their daily activity levels through the Active Madrassah programme.**

Communities want change – Meet them halfway

- Is your team reflective of the community they serve?
- Work with organisations embedded in their community
- Communities think you have the power and resources – Share it with them
- Never be afraid to ask the question – so you understand WHY things have to be different to get the RIGHT IMPACT
- Generational Shifts happen quicker if.....

You provide the stepping stones

Women only where needed:
Age, ability, group, class, location



What Next?



- Together, we form the place-based system - working together in a place to create long-term change
- Added value of collectively working together/ripple effect.
- All working with a common purpose to tackle inequalities, developing local solutions responding to community need
- Developing the ways in which your organisation works to reflect place-based working
- Mapping and identifying places/areas of alignment

We use the medium of physical activity and sport to change lives – EVERY DAY

You can too!

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- **What will you do to tackle Long Term Inequalities within the system?**
- **What will you do to challenge the system?**
- **How well do you know the communities you are trying to reach?**
- **As leaders how do you best create the conditions for change to support people to move more?**
- **What do you need to do differently to be relevant to partners in the places you want to work?**
- **What contribution do you make to wider outcomes in a place?**





Insanity:
doing the same thing
over and over again
and expecting
different results.

- Albert Einstein

